

TASK ORDER (TO) 47QFCA18F0110
Modification P00006
September 25, 2019

**INTELLIGENCE PLANNING AND ANALYSIS
SUPPORT (IPAS)**

in support of:

**DEFENSE INTELLIGENCE AGENCY (DIA)
UNITED STATES EUROPEAN COMMAND
(USEUCOM)**



Awarded to:
Booz Allen Hamilton
8283 Greensboro Drive
McLean, VA 22102
OASIS Contract No. GS00Q14OADU108

Conducted under Federal Acquisition Regulation (FAR) 16.505

Awarded by:
The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
Washington, D.C. 20405

Award Date: August 7, 2018
Project Start: August 21, 2018
FEDSIM Project Number DE00913

C.1 MISSION AND PURPOSE

The Defense Intelligence Agency's (DIA) mission is to provide all-source intelligence on foreign and adversary capabilities and analyze their operating environments for the Department of Defense (DoD) Intelligence Enterprise (DIE) and the broader national Intelligence Community (IC). DIA has four core competencies – Human Intelligence (HUMINT), all-source analysis, counterintelligence (CI), and technical intelligence and is responsible for planning, managing, and executing intelligence operations during peacetime, crisis, and war.

Within the United States European Command (USEUCOM), DIA supports the intelligence directorate, also known as the J2 directorate. The J2 serves as the Command's intelligence enterprise and is responsible for conducting multi-disciplined intelligence analysis and intelligence planning and operations throughout the USEUCOM Area of Responsibility (AOR).

USEUCOM's mission is to prepare ready forces, ensure strategic access, deter conflict, enable the North Atlantic Treaty Organization (NATO) Alliance, strengthen partnerships, and counter transnational threats in order to protect and defend the United States (U.S.). USEUCOM's Headquarters (HQ) is in Stuttgart, Germany, and its Component Commands are located within the USEUCOM AOR:

- a. U.S. Air Force Europe (USAFE): Ramstein Air Force Base, Germany
- b. U.S. Army Europe (USAREUR): Wiesbaden, Germany
- c. Marine Forces Europe (MARFOREUR): Boeblingen, Germany
- d. U.S. Naval Forces Europe (NAVEUR): Naples, Italy

Special Operations Command Europe (SOCEUR) is a Theater Special Operations Command (TSOC) of U.S. Special Operations Command (SOCOM) and under the operational control of USEUCOM. SOCEUR HQ is in Stuttgart, Germany.

The Joint Intelligence Operations Center – Europe (JIOCEUR) Analytic Center (JAC) is a part of the USEUCOM J2 directorate and is located at Royal Air Force (RAF) Molesworth in the United Kingdom (UK). The JAC serves as the primary European theater intelligence analysis and production center responsible for maintaining situational awareness for all hostile and adversary countries and non-state actors in the USEUCOM AOR. The JAC is responsible for providing all-source, fused, timely, and predictive intelligence to U.S. warfighters, NATO, and other coalition partners. The JAC relies upon a team of joint military service personnel, DoD civilians, and contractors, augmented by joint service reservists, in order to provide support 24 hours per day, seven days per week, 365 days per year (24/7/365).

Contractor-provided support services are critical to DIA and USEUCOM's ability to carry out their intelligence missions, and the purpose of this TO is to provide mission-essential intelligence analysis, production, operations, planning, engagement, Intelligence, Surveillance, and Reconnaissance (ISR) operations, and assessment support services to DIA and USEUCOM.

C.2 SCOPE

The scope of this TO is to provide the support identified in this Performance Work Statement (PWS) to DIA, USEUCOM, and their strategic and operational partners. The contractor shall support theater peacetime, crisis, and contingency operations.

The Government anticipates that all support will be provided at OCONUS locations within the USEUCOM AOR, and support at additional performance locations within the USEUCOM AOR/AOI may be required during performance of this TO. All requests for support in locations within the USEUCOM AOR/AOI, other than those stated above, will be communicated to the contractor by the FEDSIM COR.

Travel to support mission requirements in both Contiguous United States (CONUS) and OCONUS locations is anticipated.

C.3 CURRENT ENVIRONMENT

USEUCOM has experienced dramatic changes in the security situation on the European continent since 2014, including the following: a resurgent Russia; frozen conflicts such as in Ukraine, Armenia, Azerbaijan, and Crimea; Russian malign influence throughout the theater, but specifically focused in the Balkans; an increase in Iranian Threat Network (ITN) within the Middle East; Russian expeditionary operations within Syria and a focus on a global influence; Turkish operations within northern Syria and Iraq; the never-ending threat of Islamic State of Iraq and Syria (ISIS) threats; and a need to address the capabilities of the NATO alliance. These changes have significant ramifications for U.S. national security interests and those of the U.S.' European Allies and partners. It is critical for the U.S. to address these growing challenges and their long-term implications; and, as a result of the current environment, USEUCOM has shifted its focus from peacekeeping to operational and warfighting support.

USEUCOM is now a warfighting HQ and the staff has embarked on a transformational change and evolution. This change necessitates that the HQ has the adaptability and flexibility to adjust to the dynamics associated with a warfighting HQ and the evolution of this changes is expected to continue for the near-term.

C.4 OBJECTIVE

Today's global environment is dynamic and DIA and USEUCOM need to ensure they are properly postured to respond or take action in the event of a crisis situation. As a result, the objective of this TO is to support the missions of DIA and USEUCOM and promote collaboration and integration across the Command, its directorates, and strategic and operational partners in order to drive efficiencies and ensure the Command is appropriately postured as its focus transitions from peacekeeping, engagement, and cooperation to warfighting.

In order to accomplish this objective and meet mission requirements, USEUCOM must build a structure that is flexible, adaptable, and scalable as this is the future of the USEUCOM DIE workforce. This workforce must be able to respond to theater and global operational requirements including the ability to adapt and surge to future operational crises and respond to the Commander, USEUCOM guidance, and direction received from the Secretary of Defense or the Chairman of the Joint Chiefs of Staff.

C.5 TASKS

The contractor shall perform the following tasks in support of this TO.

- a. Task 1 – Provide Program Management Support
- b. Task 2 – Transition Support
- c. Task 3 – Analysis and Production Support
- d. Task 4 – Plans Support
- e. Task 5 – Strategic Partnering, Integration, and Engagement Support
- f. Task 6 – Exercise and Assessment Support
- g. Task 7 – Geospatial Intelligence (GEOINT) Support
- h. Task 8 – Measurement and Signature Intelligence (MASINT) Support
- i. Task 9 – Effects Intelligence (EI) Support
- j. Task 10 – CI and HUMINT Support
- k. Task 11 – ISR Requirements Management and Assessment Support
- l. Task 12 – Mission-Enabling Support
- m. Task 13 – Additional Support as Required (Optional)

C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT SUPPORT

The contractor shall provide program management support and contractor personnel resources necessary to support this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors and teaming partners, to satisfy the requirements identified in this TO.

The contractor shall identify a Program Manager (PM) by name to serve as the primary interface and Point of Contact (POC) for the FEDSIM COR and the DIA/USEUCOM Technical Point of Contact (TPOC). The contractor PM shall be responsible for managing and overseeing the activities of all contractor personnel, including subcontractors and teaming partners. Additionally, the contractor PM shall provide management, direction, administration, quality assurance, and leadership for the execution of this TO.

The contractor shall institute and maintain industry best-practice standards, processes, and methodologies. Should the contractor encounter any technical, security, financial, personnel, or general managerial problems throughout the TO period of performance, the contractor shall immediately notify the FEDSIM COR and DIA/USEUCOM TPOC.

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO for DIA and USEUCOM via Enterprise Contractor Manpower Reporting Application (ECMRA) which is a secure data collection site. The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

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Reporting inputs will be for the labor that was executed during the Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure website without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE A KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Kick-Off Meeting at a location approved by the Government (**Section F, Deliverable 1**). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization, invoicing, and reporting procedures. At a minimum, the attendees shall include the FEDSIM CO, contractor Key Personnel, representatives from DIA/ USEUCOM, other key Government personnel, the DIA/USEUCOM TPOC, and the FEDSIM COR.

The contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 2**) prior to the meeting for review and approval by the FEDSIM COR and the DIA/USEUCOM TPOC. The agenda shall include, at a minimum, the following topics:

- a. Introduction of team members and personnel to include roles, responsibilities, and lines of communication between the contractor and the Government.
- b. Transition discussion.
- c. Security discussion and requirements (i.e., clearance transfers, building access, badges, Common Access Cards (CACs)).
- d. Project Management Plan (PMP) content discussion including schedule, tasks, etc.
- e. Staffing Plan and status.
- f. Financial forecasting/tracking and invoicing requirements (**Section C.5.1.10 and Section G.3**).
- g. TO portal strategy (**Section C.5.1.9**).
- h. Updated Mission-Essential Contractor Services Plan (**Section H.24**)

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable 3**) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 4**) on which the Government will

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make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments.

At a minimum, the PMP shall:

- a. Describe the proposed management approach and contractor organizational structure.
- b. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between or among Government organizations.
 1. The WBS shall identify all technical activities at a level of detail sufficient for the contractor to manage the work.
 2. Each WBS element shall be accompanied by a description and expected result(s).
 3. Each WBS element shall include an estimate of the level of effort required by labor category and associated cost.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks and processes that require Government involvement and/or approval.
- d. Include milestones, tasks, and subtasks required in this TO.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.

The PMP is an evolutionary document that shall be updated annually at a minimum or as changes in the program occur (**Section F, Deliverable 6**). The contractor shall work from the latest Government-approved version of the PMP.

C.5.1.4 SUBTASK 4 – QUALITY ASSURANCE

The contractor shall provide a draft Quality Control Plan (QCP) (**Section F, Deliverable 7**) on which the Government will make comments. The final QCP (**Section F, Deliverable 8**) shall incorporate the Government's comments. Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures to provide high quality performance for each Task Area. The QCP shall describe how the contractor's processes integrate with the Government's requirements.

The contractor shall periodically update the QCP, as required in Section F (**Section F, Deliverable 9**), as changes in program processes are identified.

C.5.1.5 SUBTASK 5 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (**Section F, Deliverable 10**). The MSR shall, at a minimum, include the following:

- a. For each task and/or project, the activities and deliverables supported and/or completed during the previous month (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities).

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- b. Identified issues or concerns and the proposed resolution.
- c. Problems encountered and corrective actions taken.
- d. Updated personnel roster that also specifically identifies any gains, losses, and status changes (security clearance, etc.).
- e. Government actions required.
- f. Schedule (identify major tasks, milestones, and deliverables and the planned and actual start and completion dates for each).
- g. Summary of trips taken, conferences attended, etc. (attach Trip Reports to the MSR for reporting period).
- h. Financial status:
 - 1. Costs incurred at the CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 - 2. Costs invoiced at the CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), through the previous month.
 - 3. Projected costs to be incurred at the CLIN level, broken out by prime contractor, subcontractor(s), and teaming partner(s), for the current month.
- i. Recommendations for changes, modifications, or improvements to tasks or processes.
- j. Changes to the PMP.

C.5.1.6 SUBTASK 6 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting with the DIA/USEUCOM TPOC, FEDSIM COR, and other Government stakeholders (**Section F, Deliverable 11**). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR within three workdays following the meeting (**Section F, Deliverable 12**).

C.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS

The Government will require a Trip Report (**Section J, Attachment F**) for all travel charged to the TO (**Section F, Deliverable 13**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, Government approver(s), location of travel, duration of trip, total cost of the trip, and POC at the travel location. Trip reports shall also contain a detailed description of the purpose of the trip and any knowledge gained.

C.5.1.8 SUBTASK 8 – PROVIDE MEETING REPORTS

The contractor shall provide Meeting Reports (**Section F, Deliverable 14**), as requested by the Government, to document meetings. The Meeting Reports shall, at a minimum, include the following information:

- a. Meeting attendees and their contact information and organization.

- b. Meeting date and location.
- c. Meeting agenda.
- d. Purpose of meeting.
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned).
- f. Conclusion.
- g. Recommendation(s).
- h. Next scheduled event(s) impacting or impacted by the meeting.

C.5.1.9 SUBTASK 9 – DEVELOP AND MAINTAIN A TASK ORDER PORTAL

The contractor shall develop and maintain an unclassified TO portal which both Government-approved contractor personnel and Government personnel can access worldwide via unique user identification and password. The TO portal shall not be CAC enabled and shall be able to be accessed by users with a .mil or a .gov electronic mail (email) account. The contractor shall provide the Government with a recommended portal strategy (**Section F, Deliverable 15**) at the TO Kick-Off Meeting for FEDSIM COR and DIA/USEUCOM TPOC approval. At a minimum, the strategy should include technical requirements, a schedule, assumptions, etc.

The objective of the TO portal is to introduce efficiencies and ensure coordinated service delivery. At a minimum, the TO portal shall serve as a repository for all unclassified TO deliverables and financial tracking data to include financial forecasts (**Section C.5.1.10**). The portal shall also include a workflow process that automates the contractor's submission of Requests to Initiate Purchases (RIP), Travel Authorization Requests (TAR), and Trip Reports. This workflow process shall also allow the FEDSIM COR, DIA/USEUCOM TPOC, and other Government personnel to provide digital concurrence and approval for RIPs, TARs, and Trip Reports.

C.5.1.10 SUBTASK 10 – FINANCIAL FORECASTING AND TRACKING

The Government anticipates that funding will be received from multiple sources and financial data will need to be tracked at the Military Interdepartmental Purchase Request (MIPR), funding source, or project level. The contractor shall work with the FEDSIM COR and DIA/USEUCOM TPOC to determine, for each task or project, the level of financial tracking required. For each task or project, the contractor shall create a financial forecast (**Section F, Deliverable 16**) for each TO period of performance that details the anticipated monthly costs for labor, travel, and ODCs. The contractor shall set the baseline at the start of each TO period of performance and update the forecasts monthly, at a minimum, as costs are incurred, or as requirements change.

The contractor shall present a draft proposed format for the financial forecast at the TO Kick-Off meeting for FEDSIM COR and DIA/USEUCOM TPOC approval and shall utilize the Government-approved format.

C.5.2 TASK 2 – TRANSITION SUPPORT

C.5.2.1 SUBTASK 1 – TRANSITION-IN

The contractor shall provide a Transition-In Plan and at a minimum, the Transition-In Plan shall address the following:

- a. The contractor's transition approach, process, and timelines.
- b. The contractor's identified roles and responsibilities.
- c. The contractor's identified technical, management, and staffing risks; risk management methodology; and identified mitigations to ensure disruptions are minimized.
- d. The contractor's knowledge transfer and training methodology.
- e. Identification and discussion of the expected roles and responsibilities of the incumbent contractor(s) and information expected from the incumbent(s).
- f. Identification of any actions contemplated on the part of the Government.

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall provide a draft Transition-In Plan at least one workday prior to the TO Kick-Off Meeting (**Section F, Deliverable 17**). The contractor shall implement its final Transition-In Plan (**Section F, Deliverable 18**) No Later Than (NLT) one workday after Government approval of the Transition-In Plan in accordance with **Section E**, and all transition activities shall be completed 45 calendar days after approval of the final Transition-In Plan.

C.5.2.2 SUBTASK 2 – TRANSITION-OUT

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO.

The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 19**). The Government will work with the contractor to finalize the Transition-Out Plan (**Section F, Deliverable 20**) in accordance with **Section E**. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis and then quarterly during the final Option Period (**Section F, Deliverable 21**).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor to contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless Transition-Out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

C.5.3 TASK 3 – ANALYSIS AND PRODUCTION SUPPORT

This task requires the contractor to have knowledge of Joint, DoD, and NATO regulations and publications; understand the U.S. IC and Office of the Director of National Intelligence (ODNI), DIA, USEUCOM theater operations and Component Commands, and to have knowledge of software programs and databases used in the DoD and DIE.

The contractor shall support the performance and management of tactical and operational analysis in support of intelligence production. The contractor shall understand and maintain an in-depth knowledge of national and theater analysis and production standards, analytic product lines, defense warning strategy and processes, and indications and warning (I&W).

C.5.3.1 SUBTASK 1 – ALL-SOURCE ANALYTICAL SUPPORT

The contractor shall support analysis and production by performing and managing tactical, operational, and strategic analyses. The contractor shall research all-source reporting to produce predictive and timely finished intelligence products (**Section F, Deliverable 22**), coordinate all analytical products, and support national level organizations and theater staffs for dissemination across tactical, strategic, and operational environments. The contractor shall employ research and analytic methodologies to ensure all-source information is appropriately considered, logically structured, and that rigor is applied to all analysis. The contractor shall also employ appropriate knowledge of IC and DIE analytic standards and production guidance. Additionally, in conjunction with the Government, the contractor shall engage with appropriate organizations for intelligence support and collaborate and/or coordinate on externally generated production.

All-Source Analytical Support shall include, but is not limited to, the following focus areas:

- a. Russia and Eurasia, including Russia in a global environment, Russian Far East Military District, and Russian operations and activities in the Arctic, North Africa, Central/South America, and throughout Asia. The specific areas of focus for Russia include Military Forces (air/air defense, ground, and maritime); Political and Military (foreign policy and CI in the realm of Russian malign influence and information confrontation); and Integrated Assessments (strategy and estimates, anti-access/area denial (A2/AD), Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR), and expeditionary operations (i.e., Syria).
- b. Aegean and Levant, including Turkey, the Middle East, NATO and Europe, and the Balkans. The specific areas of focus include threats from state and non-state actors within the Aegean, such as the Kurdistan Workers' Party (PKK); Kurdish operations and activities in Turkey, Iraq, and Syria; general operations and activities of Military Forces; and Political and Military issues within the Aegean and Levant, including NATO member capabilities and countries throughout Europe and the European Union (EU) as

well as the Balkans (Serbia, Montenegro, Croatia, Slovenia, Bosnia and Herzegovina, Kosovo, and the Former Yugoslav Republic of Macedonia).

C.5.3.2 SUBTASK 2 – OPEN SOURCE INTELLIGENCE (OSINT) SUPPORT

The contractor shall provide all-source analysis via language-enabled social media exploitation and shall fuse the acquired intelligence into USEUCOM's overall intelligence effort. Contractor personnel shall possess the following language capabilities: Russian, Turkish, Arabic, Kurdish, Ukrainian, and Hebrew; however, the required language capabilities may change over the TO performance period. Contractor personnel shall have proven language proficiency at least at the +2 level on the Defense Language Proficiency Test (DLPT) or equivalent.

OSINT Support shall include, but is not limited to, the following activities:

- a. Collecting, processing (to include translation of foreign language where applicable), exploiting, and disseminating primarily foreign open source information and conducting OSINT analysis to support all-source analytic requirements.
- b. Reviewing, analyzing, proposing, and developing OSINT analytic methodologies (**Section F, Deliverable 23**) that will improve on the techniques currently used for collecting, processing (to include foreign language translation), exploiting, and disseminating scientific and technical open source data. Methodologies shall emphasize new approaches that promote enhanced OSINT analytic tradecraft.
- c. As required by the Government, evaluating and/or modifying current analytical tools and software (**Section F, Deliverable 24**) and developing new analytical tools (**Section F, Deliverable 25**).

C.5.3.3 SUBTASK 3 – COUNTERTERRORISM (CT) AND CI SUPPORT

The contractor shall conduct all-source analysis and production on Violent Extremist Organizations (VEOs), Foreign Intelligence Services (FIS), the ITN, and other regional state/non-state actors in support of USEUCOM objectives. The contractor shall provide network analysis and research (**Section F, Deliverable 26**) by screening all-source intelligence reporting; assessing, and summarizing evaluated and previously unevaluated information; discriminating threat information from all-source intelligence; fusing information into actionable intelligence and intelligence products (**Section F, Deliverable 22**); and, disseminating warnings, targeting, and threat analyses, as appropriate.

Additionally, in order to ascertain linkages and patterns associated with malign networks, the contractor shall perform data correlation, link analysis, trend identification, and assessments (**Section F, Deliverable 27**), as required. The contractor shall have experience using network analysis tools such as Analyst Notebook, Palantir, etc.

CT and CI Support shall include, but is not limited to, the following focus areas and/or activities:

- a. Theater threats, including transnational threats from state and non-state such as ISIS and Al Qaeda (AQ) (and various branches of AQ), and Russian malign influence.
- b. Counter-Facilitation, including network analysis and identification and monitoring of key individual and leadership figures such as the ITN.

- c. CT support to combat FIS threats throughout the theater to support force protection requirements.
- d. Maintaining a Foreign Terrorist Fighter database.
- e. Supporting a 24 hours per day, seven days per week (24/7) CT I&W watch.

C.5.3.4 SUBTASK 4 – COMMON INTELLIGENCE PICTURE (CIP) SUPPORT

The contractor shall support a 24/7 operational intelligence watch for theater I&W including maintaining and updating a common battlespace awareness effort and a CIP. Support for this subtask requires the contractor to possess an in-depth knowledge of the theater's Common Operational Picture (COP) and COP architecture, including the Global Command and Control System (GCCS) and the Joint Cross Domain Exchange (JCDX) system.

The contractor shall support military capability analysis (vice political analysis) in the areas of military structures, military systems, force posture, and force disposition. This includes out-of-garrison activity in support of multisource/all-source analysis and production and primarily includes air, maritime, and ground domains; however, space and cyber domains are also of interest. Support of this subtask may require coordination with other Combatant Commands as identified by the Government. The contractor shall also ensure that the system of record for data-basing hostile and/or adversary movements and dispositions is updated in accordance with theater guidelines.

The contractor shall provide force disposition Operational Electronic Intelligence (OPELINT) analytical support, supporting identification, tracking, and updating of air/air defense and ground units. Additionally, the contractor shall have knowledge of GCCS, JCDX, GALE, WRANGLER, Integrated Broadcast System (IBS), and various tactical links (i.e., Link 16).

CIP Support shall include, but is not limited to, the following activities:

- a. Identifying, tracking, and reporting on hostile and/or adversary air/air defense units.
- b. Analyzing air/air defense OPELINT.
- c. Identifying, tracking, and reporting on hostile and/or adversary ground units.
- d. Analyzing hostile and/or adversary ground OPELINT.
- e. Supporting an order-of-battle (i.e., Modernized Integrated Database (MIDB)) update and refresh team.
- f. Supporting close coordination with theater components for CIP support, specifically with USAREUR and USAFE.

C.5.3.5 SUBTASK 5 – TARGET SUPPORT

Target Support **shall not** be performed in Germany.

Target Support requires the contractor to understand, comply with, and possess in-depth knowledge of Joint Staff and theater targeting guidance, Battle Damage Assessments (BDA) guidance, and collateral damage guidance.

The contractor shall provide Target System Analysis (TSA) of threat platforms and organizations to support operational planning and targeting efforts. The contractor shall conduct research of all-source reporting to produce finished intelligence products (**Section F, Deliverable 22**),

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coordinate all analytical products, and support national level organizations and theaters staffs for dissemination across tactical, operational, and strategic environments.

The contractor shall conduct Phase II BDA in support of theater targeting requirements, operations, and exercises. Additionally, as required by the Government, the contractor shall support the development of targets in support of lethal and/or non-lethal engagements. The contractor shall provide recommendations for target prioritizations in accordance with USEUCOM objectives for plans and operations, conduct collateral damage estimation and target list management, and provide joint target intelligence support to deliberate and dynamic target engagements.

C.5.3.6 SUBTASK 6 – COUNTER-SPACE SUPPORT

Counter-Space Support shall include, but is not limited to, the following activities:

- a. Conducting extensive research and analysis of foreign space-related strategy, doctrine, tactics, operations, force structure and subordination, deployment and capabilities, and long-term trends. The contractor shall review raw data and finished intelligence; analyze systems and facilities; determine vulnerabilities and threats; and produce all-source finished intelligence products (**Section F, Deliverable 22**) on foreign space and counter-space capabilities, employment, and threats to U.S. space operations.
- b. Preparing, integrating, briefing, and publishing broad and complex all-source space intelligence studies, papers, briefings, and assessments (**Section F, Deliverable 27**) in coordination with other intelligence elements and intelligence components on space/space control issues influencing senior decision makers in acquisition, operational, and policy-making communities.
- c. Providing support to conduct detailed analyses of foreign counter-space programs and providing integrated assessments of foreign counter-space strategy, intent, and doctrine (**Section F, Deliverable 27**).

C.5.3.7 SUBTASK 7 – OPERATIONAL SUPPORT

The contractor shall support routine analytic rotations to various areas throughout the AOR/AOI in support of USEUCOM deployment requirements such as, but not limited to, Operation Gallant Phoenix and the Joint Operations Intelligence Center in Ankara, Turkey. The Government anticipates that rotations will likely be 90 to 120 days in length and potentially up to 180 days. To support this subtask, the contractor shall possess a solid background and understanding of CT analysis, Russian maritime and air analysis, and counter-PKK (Turkish/Kurdish issues) analysis.

C.5.3.8 SUBTASK 8 – GEOSPATIAL INTELLIGENCE (GEOINT) SUPPORT TO ANALYSIS AND PRODUCTION

The contractor shall provide GEOINT exploitation, analysis, and object-based production (inclusive of full spectrum imagery exploitation and analysis and geospatial analysis and production). These efforts shall pertain to military order-of-battle, force disposition, indicator development, time-dominant warning, high current interest topics, target systems analysis, and bomb-damage assessments on selected issues and actors within the USEUCOM AOR/AOI.

GEOINT analytical support shall be provided as service-enabled structured observations, text-based reporting, and value-added analyses through the established National System for GEOINT (NSG) exploitation and reporting systems and shall enable customer-tailored spatial-temporal visualization of GEOINT data and analytic fusion with other source data.

C.5.3.9 SUBTASK 9 – SIGNALS INTELLIGENCE (SIGINT) SUPPORT TO ANALYSIS AND PRODUCTION

The contractor shall provide near-real time SIGINT support to analysis and production in accordance with NSA/Central Security Service guidance and in conjunction with Cryptologic Support Group (CSG) USEUCOM located at RAF Molesworth, UK. SIGINT support shall include both Communications Intelligence (COMINT) and OPELINT to support the 24/7 I&W watch.

C.5.3.10 SUBTASK 10 – COUNTER-PROLIFERATION AND COUNTER-WEAPONS OF MASS DESTRUCTION (WMD) SUPPORT

Contractor support of this subtask shall include, but is not limited to, the following activities:

- a. Conducting all-source analysis and production on state and non-state WMD proliferation networks in support of USEUCOM objectives.
- b. Providing network analysis and research (**Section F, Deliverable 26**) by screening all-source intelligence reporting; assessing and summarizing evaluated and previously unevaluated information; discriminating threat information from all-source intelligence; fusing information into actionable intelligence and intelligence products (**Section F, Deliverable 22**); and disseminating warnings, targeting, and threat analyses, as appropriate.
- c. Conducting strategic WMD analyses (**Section F, Deliverable 28**) and possessing knowledge of state WMD programs, nuclear, chemical and/or biological, and their associated delivery systems.

In support of this subtask, the contractor shall possess a comprehensive understanding of WMD intelligence analysis, with an emphasis on ballistic missile technologies, chemical/biological warfare agent production, and/or radiological materials smuggling. Additionally, the contractor shall possess a comprehensive understanding of Russian and/or Iranian WMD programs and delivery systems.

C.5.3.11 SUBTASK 11 – INTELLIGENCE FOCUSED CYBER SUPPORT

The contractor shall provide all-source analysis of cyberspace threats and activities during theater peacetime and contingency operations. The contractor shall conduct research of all-source reporting to produce predictive and current finished intelligence products (**Section F, Deliverable 22**), coordinate all analytical products, and support national level organizations and theater staffs for dissemination across tactical, operational, and strategic environments in support of planning events.

The contractor shall coordinate and collaborate on intelligence analysis and production and analytic product lines with the United States Cyber Command (USCYBERCOM) and support the integration of USCYBERCOM personnel and processes into theater analysis and production.

In support of this subtask, the contractor shall have an understanding of cyber policies and guidance and the operations of the theater Joint Cyber Center (JCC), providing intelligence analytical support to the theater JCC.

C.5.3.12 SUBTASK 12 – PRODUCTION MANAGEMENT SUPPORT

The contractor shall provide quality control support to the production process. The contractor shall be versed in national and theater production mediums, programs, policy, and guidance associated with the theater production and dissemination systems and shall work closely with webmasters and software developers to refine and improve production and dissemination systems.

Production Management Support shall include, but is not limited to, the following activities:

- a. Serving as a bridge between the analytic workforce and the production and dissemination team in order to facilitate comprehension of the requirements essential to the production and dissemination of products.
- b. Providing final editorial, technical, and classification reviews of products to ensure that the final versions of all products are consistent with guidance and policies.
- c. Ensuring compliance with DIE and theater production guidance.
- d. Developing graphs, charts, maps, etc. (**Section F, Deliverable 29**) to support all-source analysis and production.
- e. Ensuring that all production is properly classified and ready for publication.

C.5.3.13 SUBTASK 13 – REQUIREMENTS MANAGEMENT SUPPORT

The contractor shall support receiving, tasking, tracking, and ensuring the receipt, completion, and dissemination of information related to complex, time-sensitive Requests for Information (RFI). This support includes managing standing, ad hoc, and crisis-related intelligence analysis requirements for national customers, Combatant Commands, senior policy makers, and allied forces (i.e., NATO). The contractor shall use software-based RFI management systems, including COLISEUM, eTask, SharePoint, and USEUCOM's task management portal in support of this subtask.

The contractor shall also analyze, interpret, and oversee the quality control of RFI production data to assess trends (**Section F, Deliverable 30**) and conduct monthly analytic studies of production data (**Section F, Deliverable 31**) to evaluate and provide feedback to the Government regarding the current production requirements program, the feasibility of future programs, and the development of planning efforts.

C.5.3.14 SUBTASK 14 – PRODUCTION AND DISSEMINATION SUPPORT

The contractor shall support activities associated with the production and dissemination of intelligence. These activities include, but are not limited to, the following:

- a. Supporting the movement of appropriately marked intelligence products between security domains.
- b. Verifying that appropriately marked intelligence products have been successfully posted to the appropriate website(s) and web service(s).

- c. Logging potential inadvertent security incidents and utilizing and maintaining site SOPs in accordance with DIA and ODNI policy and guidance.
- d. Providing customer support to resolve end user problems and provide one-to-one desk side support for advanced user requirements.
- e. Providing website maintenance by identifying, repairing, or seeking additional assistance with broken website links.
- f. Supporting the training of incoming Government and contractor personnel by providing customer support information and assistance and supporting the development of lesson plans and training courses.

C.5.3.15 SUBTASK 15 – ANALYTIC/TRADECRAFT METHODOLOGY SUPPORT

The contractor shall support the development and application of analytic methodologies to facilitate the full range of analytic tasks from organizing and exploiting data to modeling probabilistic judgments. Support includes, but is not limited to, the following:

- a. Deconstructing key questions to suggest appropriate methodologies and identifying and exploiting relevant data sources.
- b. Evaluating a wide-range of existing methods, models, and algorithms to identify appropriate analytic applications; or, conversely, identifying analytic use cases to pilot new methods.
- c. Developing strategies to integrate quantitative methodologies into traditional or qualitative analysis.
- d. Supporting the development of tradecraft guidance and recommendations to ensure that methodologies comply with analytic tradecraft standards.
- e. Evaluating a sampling of finished intelligence products for compliance with Intelligence Community Directives (ICD) 203 analytic tradecraft standards.
- f. Developing metrics (**Section F, Deliverable 32**), presenting findings, and suggesting recommendations for improvement.
- g. Supporting the development and implementation of self-assessment measures to minimize subjective variations in evaluation data.
- h. Identifying significant strengths, weaknesses, trends, gaps, and any other notable features of analytic tradecraft in the evaluated intelligence production.
- i. Supporting the development and delivery of tradecraft evaluation training and assisting with the development of tradecraft policy and analytic guidance.

C.5.3.16 SUBTASK 16 – FOREIGN DISCLOSURE (FD) SUPPORT

The contractor shall support FD requirements across USEUCOM with a particular focus on analysis and production efforts across various classified domains. The objective of FD support is to identify opportunities to expand sharing with U.S. allies, especially NATO, in accordance with USEUCOM and national priorities and requirements. FD Support shall include, but is not limited to, the following activities:

- a. Reviewing all daily production to ensure that the information is permitted to be disclosed or released.

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- b. Recommending the appropriate guidelines applicable to each product and recipient country or coalition group and ensuring the correct classification markings are applied.
- c. Providing “write for release” formal training and guidance.
- d. Supporting exercise and crisis requirements as required by the Government.
- e. Maintaining a solid, in-depth knowledge of current FD policies and guidance.

C.5.3.17 SUBTASK 17 – ACADEMIC OUTREACH SUPPORT

To improve the quality of analytic products and provide professional development opportunities for USEUCOM analysts, the contractor shall develop and maintain contacts with academic and research organizations. The objective is to improve intelligence analysis by bridging the gap between scholarship and practice and enabling analysts to incorporate a more diverse perspective into analysis and production efforts.

C.5.4 TASK 4 – PLANS SUPPORT

The contractor shall support the execution of the full range of planning tasks across USEUCOM, DoD, and the IC. The contractor shall support the development and integration of intelligence disciplines into the family of military plans including, but not limited to, theater and global campaign planning, U.S.-only planning, bilateral planning, NATO planning, cyber planning, and special program planning. This support also includes Contingency Plans (CONPLAN), Operations Plans (OPLAN), Operations Orders (OPORD), etc. The contractor shall also support the development of National Intelligence Support Plans in conjunction with Joint Staff and Combat Support Agencies (CSA).

For each planning effort, the contractor shall assist with the development of base plans, annexes, Appendices, and staff estimates. To support planning efforts, the contractor shall have an understanding of intelligence operations, to include tasking, production, exploitation, and dissemination processes, and linkages with operational design. Additionally, the contractor shall participate in Joint Planning Groups with other USEUCOM directorates and special staff and shall support crisis action planning teams, as required.

The contractor shall provide support to the following:

- a. Adaptive Planning and Execution (APEX) process
- b. Joint Capability Integration and Development System (JCIDS)
- c. Joint Intelligence Preparation of the Operational Environment (JIPOE)
- d. Joint Operational Planning Process (JOPP)
- e. Intelligence Community Capability Requirements (ICCR) processes
- f. Intelligence Planning Process (IPP)

The contractor shall identify intelligence capability shortfalls and requirements and shall work in coordination with USEUCOM intelligence planners to ensure intelligence capability gaps are reflected within all key plans and shall ensure these shortfalls are included in the annual USEUCOM Integrated Priority List (IPL). The contractor shall also support the Annual Joint Assessment (AJA) process in order to inform future capability development efforts. Measures of

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Effectiveness (MOE) and Measures of Performance (MOP) related to intelligence functions shall be clearly articulated within USEUCOM plans.

Additionally, the contractor shall be familiar with both deliberate and crisis action planning procedures and shall be prepared to conduct truncated planning processes as required and in accordance with Joint Doctrine Publications 2, 3, and 5 and Chairman of the Joint Chiefs of Staff Instructions (CJCSI) 3314.01 and 3110.02H.

C.5.5 TASK 5 – STRATEGIC PARTNERING, INTEGRATION, AND ENGAGEMENT SUPPORT

The contractor shall provide intelligence-focused strategic partnering, integration, and engagement support for DIA, USEUCOM, the Intelligence Security Cooperation (ISC), and foreign liaison activities. The contractor shall work in conjunction with USEUCOM directorates, Defense Attachés (DATT), the Office of Defense Cooperation, and CSAs. Integration and engagement support includes, but is not limited to, the following:

- a. Facilitating regional ISC activities such as exchanges or visits.
- b. Researching and providing background papers regarding intelligence cooperation activities (**Section F, Deliverable 27**).
- c. Providing recommendations for intelligence exchanges with FIS.
- d. Conducting short- and long-range operational planning and recommending changes to ISC strategy.
- e. Supporting the development of Country Campaign Plans.
- f. Analyzing and providing assessments regarding the capabilities of foreign intelligence organizations (**Section F, Deliverable 27**).
- g. Providing technical and operational support to bilateral and multilateral intelligence activities.

C.5.5.1 SUBTASK 1 – NATO INTELLIGENCE FUSION CENTRE (NIFC) SUPPORT

The NIFC provides the Supreme Allied Commander Europe (SACEUR) and subordinate commanders of Allied Command Operations with timely, effective, full-spectrum, network-enabled intelligence in support of the planning and execution of NATO Response Force (NRF), Combined Joint Task Force (CJTF), and additional intelligence support to other NATO operations. NIFC supports current NATO operations, crisis situations, and NRF/CJTF deployments. NIFC also provides operational intelligence analysis and daily mission execution support, as required, to NRF, CJTF, and NATO out-of-area operations. It also defines critical threats, evaluates changes, and identifies AOR/AOI technological, political, and military trends which may impact NATO and the support it provides. The NIFC Watch supports 24/7 intelligence monitoring on behalf of Allied Command Operations.

The contractor shall provide in-depth, fused intelligence analysis and production support to SHAPE and the NIFC Operational Intelligence Center (OIC), Analysis Division (AD), Operational Support Division, and Special Operations Intelligence Division (SOID). The contractor shall conduct research and analysis, collection management, I&W, targeting, imagery and geospatial analysis, SIGINT analysis, joint intelligence preparation of the battlespace, and

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crisis planning for standing and deployed NATO forces engaged in peacekeeping, humanitarian relief, and combat operations. In addition, the contractor shall track adversary order of battle for assigned countries and maintain order of battle data as required.

The contractor shall research all-source reporting to produce predictive and current finished intelligence products (**Section F, Deliverable 22**), coordinate all analytical products, and support national-level organizations and theater staffs for dissemination across tactical, strategic, and operational environments. The contractor shall screen all-source intelligence reporting, access and summarize evaluated and previously unevaluated information, discriminate threat information from all-source intelligence into actionable intelligence, and disseminate warning and threat analysis for real-world contingencies. NIFC support will require the contractor to liaise with members of Allied intelligence communities and outside experts, to include representatives of foreign governments and international organizations. The contractor shall also coordinate with counterparts at NATO Allied intelligence production agencies and U.S. national intelligence agencies to gather the latest intelligence on adversary trend assessment.

As required, the contractor shall produce leadership briefs and assessments (**Section F, Deliverable 27**) which are comprised of all-source intelligence information detailing individuals selected for Key Leadership Engagement. To support senior NATO leadership and combat theater leadership preparing to engage with the individual, each brief and assessment shall use specific methodologies to analyze the decision and leadership styles and the behavior of the selected individual.

The contractor shall review USEUCOM AOR-specific products daily and shall utilize established Government procedures for transferring appropriate products to the NATO domain.

The contractor shall coordinate and provide RFI support for intelligence issues within the NATO Command Structure. In order to provide intelligence for preparation of the battlespace, target development, and early warning of emerging threats, the contractor shall analyze and fuse reports from multiple intelligence sources. Additionally, the contractor shall perform ground, air/air defense, and maritime forces analysis by correlating data from multiple sources in support of a larger analytical effort. The contractor shall provide assessments (**Section F, Deliverable 27**) to senior intelligence analysts and recommend conclusions and findings. The contractor shall provide analytical support to develop and coordinate requests and shall also provide collection management support including preparing collection posture statements, coordinating the tasking of collection assets, drafting collection requirements, and working with national agencies to ensure collections are successfully accomplished and available to NIFC analysts. The contractor shall also provide report evaluation/assessment support (**Section F, Deliverable 27**).

The contractor shall produce GEOINT products (**Section F, Deliverable 22**) which include in-depth exploitation and analysis of imagery in order to produce textual reports and imagery graphics that describe, identify, assess, and visually depict physical features and geographically referenced activities on the Earth in support of NATO intelligence needs. Additionally, the contractor shall develop and maintain GEOINT databases (**Section F, Deliverable 33**), intelligence support products (**Section F, Deliverable 22**), and situational awareness on designated groups, persons of interest, terrain, population, demographics, and infrastructures.

NIFC GEOINT incorporates the production of intelligence graphics (to include target materials), route reconnaissance studies, I&W, imagery data management, NATO decision support, and

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terrain visualization. In support of this, the contractor shall maintain timely access to commercial and tactical imagery, intelligence, information, and products. The contractor shall evaluate related intelligence gaps and inform NIFC leadership of mitigation strategies. Additionally, the contractor shall research capabilities to aid in the development of imagery analysis tradecraft and shall research current intelligence to aid in the exploitation of commercial and tactical imagery in order to fulfill RFIs. Finally, the contractor shall research imagery in order to assist the Government with determining suitable coverage to satisfy exploitation requirements in support of SHAPE, NIFC, CJTF, and NRF intelligence requirements.

The contractor shall interact with, maintain, and disseminate data and products to other intelligence analysts and organizations to identify, highlight, or eliminate priority targets while constantly analyzing inputs to identify higher priority targets. In addition, the contractor shall prepare and maintain target packages and folders, annotate target graphics, and perform target assessments (**Section F, Deliverable 27**). TSA is a detailed research and production effort to understand target systems in specified nations in order to recommend targeting strategies to operational planners and Commanders at multiple levels. Target materials (**Section F, Deliverable 34**) shall be produced based on planning guidance, in response to production requirements, or based upon requests from NATO targeting staffs.

C.5.5.2 SUBTASK 2 – UNITED STATES NATIONAL INTELLIGENCE CELL – PRISTINA (USNIC-P) SUPPORT

The contractor shall support deployed U.S. and multinational Kosovo Forces (KFOR) engaged in peacekeeping and humanitarian relief and operations by providing research, collection management, and production support. The contractor shall screen all-source intelligence reporting, access and summarize evaluated and previously unevaluated information, discriminate threat information from all-source intelligence into actionable intelligence, and disseminate warning and threat analysis for real-world contingencies. The contractor shall research all-source reporting to produce predictive and current finished intelligence products and assessments (**Section F, Deliverables 22 and 27**), coordinate all analytical products, and support national-level organizations and theater staffs for dissemination across tactical, strategic, and operational environments. The contractor shall support RFI, assessment, and collection management activities through the gathering and analyzing of information from both open-source and classified domains.

The contractor shall support the USNIC-P Senior Balkans Analyst by researching, analyzing, fusing, and preparing intelligence on the military, political, and economical situation in Kosovo and Serbia and potential threats to U.S. and KFOR personnel including extremists, transnational, and terrorist threats. The contractor shall also support Commander, Kosovo Force (COMKFOR)'s Priority Intelligence Requirements (PIR). Additionally, the contractor shall support the production of KFOR Intelligence Summary (INTSUM) and other intelligence reports.

The contractor shall maintain situational awareness of events affecting Kosovo primarily from message traffic on Critical Response Operations NATO Open System (CRONOS) and augmented by communications and/or information with or from the DoD IC, JAC, 66th Military Intelligence Brigade, USEUCOM, and Battlefield Information Collection and Exploitation System (BICES). The contractor shall relay critical I&W and/or force protection information.

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The contractor shall also provide inputs to the Joint Operational Intelligence Information System (JOIS) intelligence database.

C.5.5.3 SUBTASK 3 – SHALLOW FALL SUPPORT

The contractor shall provide all-source analytical support for Shallow Fall. The contractor shall maintain a situational awareness of the operational environment from a political, military, and societal perspective. Additionally, the contractor shall fuse historical data and information from multiple intelligence sources in order to maintain a current and accurate perception of the operational environment. The objective is to ensure that the Government is aware of threats or issues which could impact the USEUCOM AOR.

The contractor shall coordinate with and assist Allied forces in analyzing intelligence data and the production of joint all-source intelligence products. Additionally, the contractor shall coordinate and assist the U.S. Embassy country team with analytical products and the development of an all-source collection strategy (**Section F, Deliverable 35**) that supports PIRs and is synchronized with Romanian and NATO efforts.

The contractor shall support RFI, assessment, and collection management activities through the gathering and analyzing of information from both open source and classified domains.

C.5.5.4 SUBTASK 4 – INTERPOL AND U.S. NATIONAL CENTRAL BUREAU (USNCB) SUPPORT

C.5.5.4.1 SUBTASK 4.1 – INTERPOL SUPPORT

The contractor shall provide analysis and liaison support to INTERPOL on behalf of USEUCOM in order to enable the execution of DoD CI and Law Enforcement (LE) missions. The contractor shall work to facilitate and enhance the timely exchange of CI/LE information pertinent to the force protection support to DoD entities and facilities. Contractor personnel supporting this subtask shall be fluent in English and proficient in at least one of the following languages: Arabic, Spanish, or French.

The contractor shall nominate and report on analytic or research projects of CT value for consideration by INTERPOL; support analytical projects; conduct name checks using INTERPOL databases and resources; and proactively identify and disseminate relevant criminal and terrorist information to affected DoD elements. Additionally, the contractor shall prepare and conduct presentations and briefings (**Section F, Deliverable 27**) that detail the results of INTERPOL and international conferences, as well as DoD CI community and Combatant Command forums. The contractor shall also provide informational copies, to the on-site U.S. Government lead, of all requests from and responses to INTERPOL in order to maintain a central archive of INTERPOL data. In order to capture all liaison, analytical, and coordination-related activities, the contractor shall provide a Weekly Status Report (**Section F, Deliverable 36**).

C.5.5.4.2 SUBTASK 4.2 – USNCB SUPPORT

The contractor shall support the USEUCOM J2 and the USNCB. Support includes, but is not limited to, the following activities:

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- a. Extracting relevant information from External Operations (EXOPS) Platform to support USEUCOM force protection information requirements.
- b. Preparing, formatting, and providing data to be scrubbed against USNCB and INTERPOL holdings and processed and ingested into their respective information systems.
- c. Consulting and collaborating with USNCB CT division management to identify appropriate INTERPOL tools for the dissemination of information to foreign LE partners.
- d. Assisting with the drafting and submission of Notice and Diffusion Requests in support of EXOPS Platform.
- e. Maintaining proficiency on all databases, networks, and software programs that enable the flow of CT information via USNCB to INTERPOL.
- f. Maintaining familiarization with INTERPOL protocol and rules regarding information recorded in its criminal database (i.e., maintain awareness of, and relay when warranted, any restrictions set on data recorded in INTERPOL's database when sharing such information with EXOPS Platform counterparts).
- g. Provide a monthly status/work flow summary (**Section F, Deliverable 37**) to the USEUCOM Command CI Coordination Authority (CCICA).

The contractor shall also provide support to the USEUCOM/USNCB project “Vennlig.” Support includes, but is not limited to, the following activities:

- a. Performing on-site routine temporary duty rotations at the EXOPS Platform.
- b. Maintaining familiarization with INTERPOL, DoD, and Department of Justice (DoJ), legal process for the dissemination and foreign disclosure of sensitive LE information.
- c. Codifying the process for receiving and prioritizing incoming requests for INTERPOL support.
- d. Facilitating the flow of military gathered intelligence and Captured Enemy Material (CEM)/Sensitive Site Exploitation (SSE) to INTERPOL via the USNCB.
- e. Identifying and providing briefings (**Section F, Deliverable 27**) to newly identified DoD CEM/SSE platforms; and maintaining direct liaison with designated military service CT elements to ensure efficient flow of CT information.
- f. Maintaining proficiency on all databases and software programs that enable the flow of CT information from military areas of operation to the USNCB.

**C.5.5.5 SUBTASK 5 – NATO HUMINT CENTER OF EXCELLENCE (NHCOE)
SUPPORT**

The contractor shall support the USEUCOM J2X – HUMINT branch and the senior U.S. military officer assigned to NHCOE as the Deputy Director of NHCOE. The contractor shall participate in partner nation activities to establish a baseline understanding of partner nation HUMINT capabilities, capacities, and authorities. The objective of this subtask is to facilitate increased interoperability, capacity building, and intelligence sharing with partner nations. The contractor shall provide HUMINT and cyber HUMINT subject matter expertise to NHCOE and the NATO school in accordance with DoD Instruction (DoDI) 3305.

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The contractor shall work in conjunction with USEUCOM J2X – HUMINT to develop and staff operational efforts, including exercises such as STEADFAST INTEREST, designed to enhance NATO partner nation engagements and capacity building efforts. The contractor shall assist in the development of coalition and NATO HUMINT training and readiness standards. Additionally, the contractor shall support the USEUCOM J2 in a liaison capacity, with NATO operations and capacity building engagements such as prioritized efforts that directly support U.S., NATO, and coalition operations including, but not limited to, counterinsurgency, unconventional, asymmetrical, and hybrid warfare employed by current and future threats within the USEUCOM AOR/AOI.

C.5.5.6 SUBTASK 6 – NATO CI CENTER OF EXCELLENCE (CI COE) SUPPORT

The contractor shall support the USEUCOM J2X – CI branch, NATO CI COE, and the USEUCOM J2 efforts to staff, plan, and prepare for NATO CI exercises and training including, but not limited to, STEADFAST INTEREST. NATO CI exercises and training are designed to enhance NATO partner nation capabilities and capacity building efforts. In support of this, the contractor shall assist the NATO CI COE with drafting and planning U.S. and NATO CI doctrine and instructions such as Allied Publications, Standardization Agreements (STANAG), and Military Committee Documents. Additionally, the contractor shall support NATO CI COE training courses by providing Period of Instruction (POI) review, student mentorship, platform instruction, and role-playing if required. The contractor shall also attend USEUCOM and NATO exercise-related meetings, working groups, and conferences as required.

C.5.5.7 SUBTASK 7 – SHAPE J2X SUPPORT

The contractor shall support the J2X- Operations Management Branch and SHAPE J2X. Support includes, but is not limited to, the following activities:

- a. Supporting NATO efforts to improve awareness and reporting regarding Terrorism, Espionage, Subversion, Sabotage, and Organized Crime (TESSOC) through the development of all-source intelligence products in support of SHAPE J2X.
- b. Researching all-source reporting to produce predictive and current finished intelligence products.
- c. Employing analytical methodologies in accordance with NATO and ODNI tradecraft standards and producing written assessments, reports, articles, threat analyses, and special studies.
- d. Responding to RFIs from SHAPE J2X or the USEUCOM J2X regarding TESSOC-related activities.

C.5.6 TASK 6 – EXERCISE AND ASSESSMENT SUPPORT

The contractor shall provide support to USEUCOM, NATO, SHAPE, and Joint Staff exercises, lessons learned programs, and assessments. In coordination with the Government, the contractor shall draft and maintain the exercise schedule (**Section F, Deliverable 38**) and assist with the preparation and execution of the exercise schedule and all Joint Exercise Lifecycles (JELC) activities associated with it such as briefings (**Section F, Deliverable 27**), messaging, and Consolidated Exercise Support Requirements (CESR) correspondence.

C.5.7 TASK 7 – GEOSPATIAL INTELLIGENCE (GEOINT) SUPPORT

The contractor shall support policy development, development and coordination of future capability requirements, and Geospatial Information and Services (GI&S) functions. The contractor shall support the review and development of planning products and future capability documents pertaining to GEOINT. The contractor shall work in coordination with Government intelligence planners to provide GEOINT-specific reviews and inputs to plans and exercises. Additionally, the contractor shall respond to RFIs, engage with associated organizations for intelligence support, and collaborate and/or coordinate on externally generated production.

In support of GI&S functions, the contractor shall produce geospatial products (**Section F, Deliverable 39**) and collect data supporting plans, operations, and exercises. The contractor shall support the Government with planning and requirements processes by identifying foundational gaps, updating and organizing Government data holdings, and operating and managing GI&S software and tools. The most current digital mapping data can be obtained through U.S. Government-provided sources. When not locally available, digital mapping data can be ordered through the National Geospatial-Intelligence Agency (NGA) data catalogs via the Defense Logistics Agency (DLA) in order to load and populate Government map servers. The database map services shall be populated with the appropriate digital mapping data, as identified and prioritized by the Government, with assistance from the contractor. The contractor shall maintain an active log of the stored data (**Section F, Deliverable 40**) in accordance with the Government's specifications and shall update the log on a recurring basis. The contractor shall also provide content management support for the GI&S portal which is done by updating the interface used by theater mapping professionals to routinely access data.

The contractor shall maintain, on Government-site, and ensure currency of the required stock levels of all NGA-produced geospatial products which include, but are not limited to, the following:

- a. Small, medium, and large-scale hard copy maps and charts.
- b. Non-Combatant Evacuation (NEO)/GEOINT Based on Contingency Operations (GIBCO) packages.
- c. NGA-defined Vector Product Format (VPF).
- d. Digital Terrain Elevation Data (DTED).
- e. Digital Feature Attribute Data (DFAD).
- f. Compressed Arc Digitized Raster Graphics (CADRG).
- g. Controlled Image Base (CIB).
- h. Foundation Feature Data (FFD).
- i. Country Database (CDB).
- j. Digital Point Positioning Database (DPPDB).

The contractor shall be familiar with the DLA Automated Distribution Management System database to query for shipping status and automatic distribution quantities. The contractor shall, as required, respond to Government geospatial information inquiries.

C.5.8 TASK 8 – MEASUREMENT AND SIGNATURE INTELLIGENCE (MASINT) SUPPORT

The contractor shall support the review and development of planning products and future capability documents pertaining to MASINT. The contractor shall work in coordination with Government intelligence planners to provide MASINT-specific reviews and inputs to plans and exercises. Additionally, the contractor shall respond to RFIs, engage with associated organizations for intelligence support, and collaborate and/or coordinate on externally generated production.

C.5.9 TASK 9 – EFFECTS INTELLIGENCE (EI) SUPPORT

The contractor shall support the full range of current and future joint EI requirements. The contractor shall coordinate theater EI planning requirements in accordance with the DoD APEX planning process (**Section J, Attachment J**) and the Joint EI Development Standards. Joint Publication 2.60 and Chairman of the Joint Chiefs of Staff Instruction (CJCS) 3370.01 are the guiding documents for Joint EI Development Standards. Theater EI processes, training, policies, and procedures shall be drafted and implemented in accordance with DoD standards and Joint EI doctrine. This support includes, but is not limited to, the following:

- a. Supporting the Government with reviewing, interpreting, and implementing policy directives for joint efforts and recommending revisions to existing or proposed national policy directives and guidance.
- b. Presenting recommendations for future EI programs, practices, and/or procedures (**Section F, Deliverable 41**) and improving methods used in connection with existing full-spectrum EI programs.
- c. Researching, characterizing, and assessing systems and entities to determine and document critical vulnerabilities (**Section F, Deliverable 42**).
- d. Supporting the Systems Exercises and Training (SET) team.
- e. Identifying EI training requirements and designing and implementing training programs (**Section F, Deliverable 43**).

C.5.10 TASK 10 – CI AND HUMINT SUPPORT

The contractor shall provide support to Exploitation, Signature Reduction, CI, HUMINT, and Intelligence Oversight efforts within the USEUCOM J2X. The contractor shall support the integration of CI, HUMINT, Exploitation, Signature Reduction, and Intelligence Oversight into USEUCOM planning efforts. The contractor shall review, produce, and coordinate CI, HUMINT, Exploitation, Signature Reduction, and Intelligence Oversight plans, orders, annexes, and tasker requirements in conjunction with theater, national, and other DoD agencies and USEUCOM component commands.

C.5.10.1 SUBTASK 1 – OPERATIONS AND PLANNING SUPPORT

The contractor shall provide operations and planning support to the USEUCOM J2X – Operations Support Branch. Support includes, but is not limited to, the following activities:

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- a. Providing CI, HUMINT, and exploitation input into the Defense Readiness Reporting System (DRRS) in order to measure and assess organizational readiness and proficiency in planning and executing theater CI, HUMINT, and exploitation operations and other related tasks.
- b. Providing input into the Joint Training and Information Management System (JTIMS) in order to identify and program for CI, HUMINT, and exploitation required training objectives and associated proficiency standards.
- c. Supporting USEUCOM efforts to establish and maintain the USEUCOM Theater CI, HUMINT, and exploitation COP.
- d. Using Microsoft (MS) SharePoint and Google Earth tools to manage component inputs, branch and division-level operational requirements and inquiries related to CI, HUMINT, and exploitation operational views and compatibility with the USEUCOM HQ User Defined Operational Picture (UDOP).
- e. Supporting the USEUCOM J2X RFI process by coordinating with USEUCOM components, JAC, and DIA to ensure RFIs are tracked and completed within the assigned suspense.
- f. Coordinating with HQ USEUCOM, components, military services, national agencies, and SHAPE/NATO entities to schedule and de-conflict events, conferences, and meetings.

C.5.10.2 SUBTASK 2 – THEATER SOURCE REGISTRY (TSR) SUPPORT

The contractor shall serve as the primary POC for coordination of the TSR, on behalf of the USEUCOM J2X, providing oversight and functional management support, coordinating requirements and operations, and managing daily TSR activities. TSR support includes, but is not limited to, the following activities:

- a. Providing TSR account management support and training.
- b. Coordinating TSR system enhancements and changes.
- c. Defining the TSR operational architecture (**Section F, Deliverable 44**) for USEUCOM, its components, and joint/combined operations.
- d. Participating in TSR-related boards and working groups.
- e. Coordinating TSR functions, tools, and processes with NATO and other coalition and supporting elements.

The contractor shall coordinate activities and process and, as required by the Government, conduct deconfliction of sources among the USEUCOM J2, component commands, CI and HUMINT activities, other DoD HUMINT executors, and the source registry program offices.

C.5.10.3 SUBTASK 3 – SIGNATURE REDUCTION SUPPORT

The contractor shall support the execution of the USEUCOM Signature Reduction program which includes, but is not limited to, the following:

- a. Supporting the Government with developing, reviewing, processing, and coordinating command and DoD Signature Reduction plans, annexes, policies, and directives.
- b. Maintaining knowledge of established signature reduction plans to ensure that they support current and future operations.

- c. Supporting the request, management, and deactivation of required signature reduction support.
- d. Preparing and delivering signature reduction training (**Section F, Deliverable 45**) to support and enhance unit readiness.
- e. Performing organizational, individual, and operational due diligence in accordance with DoD policies in order to maintain plans, mechanisms, travel awareness, etc.
- f. Evaluating the sustainability of the unit's signature reduction Tactics, Techniques, and Procedures (TTP).
- g. Developing responses to signature reduction requirements and assigned tasks.
- h. Engaging associated organizations for support and collaborating or coordinating on externally generated requirements.

C.5.10.4 SUBTASK 4 – BIOMETRICS, FORENSICS, AND DOCUMENT AND MEDIA EXPLOITATION (DOMEX) SUPPORT

C.5.10.4.1 SUBTASK 4.1 – BIOMETRICS SUPPORT

The contractor shall provide subject matter expertise to support biometrics and Identity Intelligence (I2) efforts which includes, but is not limited to, the following activities:

- a. Supporting the management of USEUCOM's theater-level Biometrically Enabled Watch List (BEWL).
- b. Researching and providing technical recommendations in support of the development of biometric watch listing and engagements in the Theater Campaign Plan (TCP), OPLAN, and CONPLAN.
- c. Identifying and supporting any rapid I2 or biometrics response requirements that arise as a result of watch-listing notifications or related ad hoc tasks.
- d. Supporting partner nation capacity building efforts and the integration of biometrics and I2 into current and future exploitation and identity operations capabilities across the Joint, Interagency, Intergovernmental, and Multinational environment.
- e. Researching, documenting, and validating biometrics or I2 related information system and infrastructure technology requirements from USEUCOM, its component commands, NATO, and other Government agencies.

C.5.10.4.2 SUBTASK 4.2 – FORENSICS SUPPORT

The contractor shall also provide subject matter expertise to support USEUCOM forensics which includes, but is not limited to, the following activities:

- a. Researching and providing technical recommendations (**Section F, Deliverable 46**) in support of the development of defense forensics operations and defense forensics engagements in the TCP, OPLAN, and CONPLAN.
- b. Supporting partner nation capacity building developments and the integration of forensics into current and future exploitation activities within the USEUCOM AOR.

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- c. Researching, documenting, and validating defense forensics related information system and infrastructure technology requirements from USEUCOM, its component commands, NATO, and other government agencies.
- d. Researching and providing technical input on concept of operation development for forensic modalities.
- e. Assisting with research and development of forensic support requirements – deployable, reach-back, and training.
- f. Coordinating and/or participating in technical working groups, training support opportunities, interchange and technical meetings, theater exercises, subject matter expert exchanges, program and project reviews, briefings, integrated planning teams, and support technical requirement review meetings.

C.5.10.4.3 SUBTASK 4.3 – DOMEX SUPPORT

The contractor shall also provide subject matter expertise to support USEUCOM DOMEX which includes, but is not limited to, the following:

- a. Supporting full-spectrum DOMEX operations to include partner engagements and U.S. and NATO training on DOMEX systems and processes.
- b. Supporting the USEUCOM J2X and USAREUR efforts to establish a Theater Exploitation Analysis Center (EAC) capable of supporting Steady State DOMEX operations and scalable to support contingency requirements as well.
- c. Supporting adjacent Combatant Commands (AFRICOM, CENTCOM, and U.S. Special Operations Command) DOMEX efforts in theater, as well as providing direct and indirect support to USEUCOM Components, U.S. DATT offices, and other national agencies.
- d. Coordinating DOMEX support with the U.S. military services, the National Media Exploitation Center (NMEC), and partner/NATO DOMEX elements.

C.5.10.5 SUBTASK 5 – HUMINT COLLECTION OPERATIONS MANAGEMENT SUPPORT

The contractor shall support USEUCOM's Defense HUMINT Executor (DHE) program and coordinate the assignment of directives and requirements to component HUMINT elements. Support shall be accomplished through the use of the CHROME and/or HOT-R online tools. The contractor shall receive, review, and provide input to DIA, service, theater, and national collection requirements and directives. Additionally, the contractor shall provide subject matter expertise, advice, and support for the planning, coordinating, and implementation of technical collection activities and time-sensitive opportunities.

C.5.10.6 SUBTASK 6 – HUMINT OPERATIONS SUPPORT

The contractor shall provide HUMINT operations support and serve as a HUMINT subject matter expert. HUMINT support provided by the contractor shall be in accordance with DoD Directive (DoDD) 5200.37. Support includes, but is not limited to, the following:

- a. Supporting USEUCOM J2 HUMINT operations and capacity building requirements.

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- b. Drafting plans and operational proposals to include orders, planning, requirements, and tasking documents.
- c. Monitoring, directing, and supporting operations by providing specialized operational and technical support and assessing the application of collection methodologies.
- d. Liaising between USEUCOM J2 and the component commands regarding HUMINT operational requirements.
- e. Remaining abreast of USEUCOM mission and operational requirements and maintaining daily awareness of current events and political-military events within the USEUCOM AOR.
- f. Providing input on HUMINT policies.
- g. Assisting with the development of HUMINT architecture and strategy.
- h. Preparing and presenting briefings (**Section F, Deliverable 27**) and participating in HUMINT conferences as required.
- i. Researching and developing HUMINT initiatives for operations and special projects and programs.
- j. Making recommendations regarding the allocation of HUMINT efforts.

In support of overt operation intelligence activity, the contractor shall provide planning support and shall develop and recommend courses of action for operation management, policy making, and oversight actions. The contractor shall serve as USEUCOM's focal point for coordination of all overt component, service, HUMINT, and DATT System operations in theater.

C.5.10.7 SUBTASK 7 – HUMINT TARGETING SUPPORT

Support for this subtask **shall not** be performed in Germany.

The contractor shall provide HUMINT Targeting support. Support includes, but is not limited to, the following activities:

- a. Drafting HUMINT targeting packages (**Section F, Deliverable 47**) to support complex HUMINT operations.
- b. Utilizing classified and open source databases to produce actionable targeting packages (**Section F, Deliverable 47**), drive collection, and provide ongoing support to USEUCOM HUMINT operations.
- c. Performing all-source analysis including social network analysis and geospatial analysis to identify potential human sources to resolve intelligence gaps.
- d. Supporting field personnel supporting ongoing HUMINT operations over the entire life cycle of the operation.
- e. Monitoring, directing, and supporting operations by providing specialized operational support and technical support and assessing the application of collection methodologies.
- f. Providing analytic subject matter expertise input on operational planning and oversight efforts.
- g. Producing analytic products to include PowerPoint presentations, white papers, briefings, etc. (**Section F, Deliverable 27**).

C.5.10.8 SUBTASK 8 – CI AND HUMINT CYBER SUPPORT

The contractor shall provide cyber-focused subject matter expertise to support CI and HUMINT planning, operations, investigations, training, and associated activities. The contractor shall serve as the primary interface between the USEUCOM J2 and cyber stakeholders at HQ USEUCOM for cyber planning and operational matters. Support includes, but is not limited to, the following:

- a. Coordinating inputs and recommendations to the USEUCOM Insider Threat Program.
- b. De-conflicting and coordinating cyber activities among CI and HUMINT executors, components, and military services in the USEUCOM AOR.
- c. Assisting with writing USEUCOM social media, cyber, and CI plans and operational proposals to include planning, requirements, and tasking documents and orders.
- d. Participating in working groups, cyber conferences, cyber roundtables, and other cyber initiatives.
- e. Assisting the Government with reviewing, processing, coordinating, and developing USEUCOM and DoD cyber plans, policies, procedures, directives, and concepts.
- f. Leveraging support within the Joint Staff, USCYBERCOM, Office of the Secretary of Defense (OSD), the U.S. IC, DoJ, and DoS in support of CI initiatives in the cyber domain.
- g. Preparing and delivering briefings (**Section F, Deliverable 27**) to USEUCOM leadership on significant cyber CI investigations, operations, collections, and analysis and production matters within the USEUCOM AOR.
- h. Discovering, tracking, reporting, and fusing global network events of interest utilizing cyber intelligence analysis data and methods.
- i. Identifying hostile threat methodologies, attack vectors, and other cyber activities of interest to USEUCOM.
- j. Providing focused operations/threat analysis on known intrusion sets and identifying new attack methods and exploited vulnerabilities.
- k. Assisting with the de-confliction of cyber HUMINT activity on behalf of USEUCOM J2X, service components, and national agencies.
- l. Assisting the TSR program with coordination and development of USEUCOM TTPs for cyber sources.

Additionally, the contractor shall develop and provide cyber training (**Section F, Deliverable 48**) to build cyber capabilities. Training shall be tailored for individuals who are not IT professionals, but do work in an Information Security environment. Training shall be exportable (via mobile training teams) within the USEUCOM AOR. The contractor shall provide introductory level training and security fundamentals training.

The introductory level training shall include the following and shall be designed to prepare personnel for Global Information Security Fundamentals (GISF) certification:

- a. Security foundation
- b. Computer functions and networking
- c. Introduction to cryptography
- d. Cyber security technologies

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The security fundamentals training shall include the following and shall be designed to prepare personnel for Global Information Assurance Certification (GIAC) Security Essentials Certification:

- a. Networking concepts
- b. Defense in-depth
- c. Internet security technologies
- d. Secure communications
- e. Windows security
- f. Unix/Linux security

C.5.10.9 SUBTASK 9 – CI REQUIREMENTS MANAGEMENT SUPPORT

The contractor shall provide CI requirements management support. Support includes, but is not limited to, the following activities:

- a. Supporting the development of intelligence reports and evaluations which contribute to USEUCOM's awareness of adversary collection priorities against U.S. military and DoD equities in the USEUCOM AOR.
- b. Publishing new USEUCOM CI requirements through coordination with other Combatant Commands, military CI organizations, DIA, and other national-level agencies.
- c. Developing and staffing other CI requirements management products including collection emphasis, ad-hoc requirements, and source-directed requirements.
- d. Supporting the development and publication of USEUCOM's PIR.
- e. Coordinating CI priorities with the USEUCOM CCICA and ensuring priorities are integrated into analysis and production plans.
- f. Researching, extracting relevant information, and preparing appropriate consolidated reports regarding metrics or measurable reporting characteristics to assist the USEUCOM J2 with providing support to field collectors regarding Foreign Intelligence Entity (FIE) activities in the USEUCOM AOR.
- g. Providing briefings and point papers (**Section F, Deliverable 27**) as required.

C.5.10.10 SUBTASK 10 – CI SUPPORT TO ANTITERRORISM (AT) AND FORCE PROTECTION (FP)

The contractor shall provide CI operations support. In coordination with the Government, the contractor shall review, process, and coordinate USEUCOM and DoD CI plans, policies, and directives. The contractor shall also provide CI support to AT and FP programs. Support includes, but is not limited to, the following activities:

- a. Researching published intelligence reporting, extracting relevant information, preparing reports, and delivering briefings and point papers (**Section F, Deliverable 27**) regarding relevant CI, AT, FP, and CT issues.
- b. Utilizing intelligence systems, analytical support tools, intelligence databases, and open sources to monitor and assess FIE and terrorist activity.
- c. Providing CI subject matter expertise to the USEUCOM Threat Working Group (TWG).

- d. Supporting the USEUCOM CCICA in the development of new leads for CI investigations and operations.
- e. Coordinating with the Military Department CI Organizations (MDCO) and USEUCOM components to foster the efficient flow of CT, AT, FP, and CI information.
- f. Maintaining knowledge of standing DoD CT, AT, and FP information collection requirements and preparing intelligence requirements, operational planning documents, and other intelligence products (**Section F, Deliverable 22**), as required by the USEUCOM CCICA.
- g. Assisting with the development of policies, procedures, and concepts to support CI-related CT, AT, FP, and CI activities in the USEUCOM AOR.
- h. Coordinating with the JAC, military services, and national agencies regarding threats, incidents, and requirements related to CT, AT, FP, and CI information.
- i. Providing CI information and data to meet national and theater priorities in support of CT missions throughout the USEUCOM AOR.

C.5.10.11 SUBTASK 11 – CI INVESTIGATIVE AND ANALYTICAL SUPPORT

The contractor shall provide CI investigative and analytical support. This support includes, but is not limited to, the following activities:

- a. Performing in-depth review and research of CI investigations and operations in the USEUCOM AOR/AOI.
- b. Identifying connections across and among investigations that have not been previously identified, assessed, and investigated.
- c. Identifying investigative options by applying focused analysis, which employs the capabilities of the greater IC, to the combined service investigative data.
- d. Maintaining direct liaison with MDCOs to ensure efficient flow of information.
- e. Providing briefings and point papers (**Section F, Deliverable 27**) regarding status of investigative support efforts.
- f. Monitoring and assessing FIE activity through the use of automated systems and open sources.
- g. Maintaining knowledge of standing CI collection requirements.
- h. Preparing analytical and intelligence report evaluations/products (**Section F, Deliverable 22**).

C.5.10.12 SUBTASK 12 – CI PROGRAMS SUPPORT

The contractor shall provide CI program support. Support includes, but is not limited to, the following activities:

- a. Coordinating and de-conflicting CI operational activities with USEUCOM staff elements, components, national agencies, and MDCOs.
- b. Maintaining Special Access Program (SAP) rosters, managing the POLAR REDUX program, and maintaining the CI portion of the TSR.

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- c. Briefing and advising the USEUCOM J2 on CI investigations, collections, and operations within the theater and on all component investigations and operations.
- d. Functioning as a conduit between USEUCOM, CI services, and USEUCOM AOR country teams.
- e. Coordinating CI activities and leveraging support with the Joint Staff, OSD, DIA, Central Intelligence Agency (CIA), Federal Bureau of Investigations (FBI), and DoS.
- f. Supporting the Government with reviewing, processing, coordinating, updating, and ensuring compliance between USEUCOM and DoD plans, policies, and directives related to CI.

C.5.10.13 SUBTASK 13 – CI PLANNING SUPPORT

The contractor shall provide CI planning support. Support includes, but is not limited to, the following activities:

- a. Supporting the Government with reviewing, processing, and coordinating USEUCOM and DoD CI plans, policies, and directives.
- b. Supporting the Government with drafting CI plans and operational proposals to include orders, planning, requirements, and tasking documents.
- c. Coordinating CI activities and supporting and engaging with partner, host, and/or allied national service personnel and USEUCOM Components.
- d. Leveraging support from the Joint Staff, USCYBERCOM, OSD, U.S. IC, DoJ, and DoS.
- e. Identifying intelligence threats, friendly vulnerabilities, and operational opportunities related to USEUCOM plans and operations.
- f. Recommending Operational Security (OPSEC) measures.
- g. Providing briefings and point papers (**Section F, Deliverable 27**) on significant CI matters.

C.5.11 TASK 11 – ISR REQUIREMENTS MANAGEMENT AND ASSESSMENT SUPPORT

The contractor shall support ISR strategy, plans, and assessments analysis to support the building of deterrence collection strategies, including integration of partner nation collection capabilities, in order to develop creative and divergent ISR strategies supporting I&W. The contractor shall also support the development and implementation of assessment methodologies designed to measure the effectiveness of collection operations.

From an ISR perspective, the contractor shall provide the Government with subject matter expertise regarding intelligence collection systems, capabilities, processes, and policies by developing and presenting products and briefings (**Section F, Deliverable 27**). Additionally, the contractor shall work in collaboration with the Government and larger IC community to assist with the identification of intelligence gaps and, for the Government's consideration, shall propose and develop ISR collection strategies (**Section F, Deliverable 49**) designed to overcome identified collection challenges.

C.5.12 TASK 12 – MISSION-ENABLING SUPPORT

C.5.12.1 SUBTASK 1 – PROGRAM EVALUATION SUPPORT

The contractor shall provide quantitative analysis support focused on program management, policy development, and resource and manpower allocation. The contractor shall assist the Government with the alignment of resources and initiatives to strategic plans and shall identify measures and associated targets to support the Government's resource allocation decisions. Additionally, the contractor shall also provide subject matter expertise to assist the Government with policy development and strategic planning efforts.

The contractor shall also support the Government with analyzing, proposing, implementing, and facilitating new organizational concepts and process changes. The contractor shall support internal staff processes and procedures, be able to communicate and interact at a senior level, and help to bridge the gap between operational mission accomplishment and mission support. This support includes, but is not limited to, the following activities:

- a. Assisting with the planning and execution of engagement, information, and outreach programs.
- b. Drafting and editing correspondence letters, policy letters, memoranda, talking points, notes, etc. on behalf of the Government.
- c. Maintaining mission and Command briefings.
- d. Supporting staff and Command-related visits.

The contractor shall prepare briefings (**Section F, Deliverable 27**) on programs, planning, and policy development efforts and shall assist with the preparation of responses to items such as Congressional Inquiries; reclamation; requests from the USEUCOM J2, OSD, ODNI, or OMB; and impact statements.

C.5.12.2 SUBTASK 2 – SECURITY SUPPORT

The contractor shall support physical, personnel, and information security operations and programs. The contractor shall support daily operations and ensure oversight and compliance with local and national-level security policies for the protection of National Security Information (NSI). The contractor shall assist the USEUCOM Special Security Representatives (SSR) and other stakeholders with the operation of Sensitive Compartmented Information Facilities (SCIF) throughout the USEUCOM AOR. Support includes, but is not limited to, the following activities:

- a. Supporting the Government with developing, evaluating, and maintaining operating systems, policies, devices, procedures, and methods used for safeguarding classified information, property, and materials.
- b. Maintaining control and accountability of classified materials including the proper storage, transmittal, and/or destruction of materials.
- c. Providing training, instruction, and review regarding the handling of classified information and security awareness issues.
- d. Providing subject matter expertise support to assist the Government with the accreditation, upgrade, and certification of SCIF-related construction and equipment matters.

- e. Maintaining knowledge of all applicable security and SCI-related directives, regulations, manuals, and guidelines.

The contractor shall also provide personnel security support to the USEUCOM Special Security Office (SSO). Support includes, but is not limited to, the following:

- a. Managing support operations including assisting visitors and USEUCOM personnel, verifying security clearances, processing investigations and clearance requests, and assisting with in- and out-processing of personnel.
- b. Reviewing security investigative paperwork for completeness and inputting data into the personnel security database.
- c. Inputting security information into the Joint Personnel Adjudication System (JPAS) and tracking reports of incidents in JPAS.
- d. Processing SCI and Collateral eligibility requests and conducting SCI indoctrinations.
- e. Creating and maintaining personnel security records, files, and reports.
- f. Conducting SCIF inspections throughout the USEUCOM AOR.
- g. Processing pre- and post-foreign travel requests.

C.5.12.3 SUBTASK 3 – SYSTEMS ARCHITECTURE SUPPORT

The contractor shall provide Command, Control, Communications, Computers, and Intelligence (C4I) systems architecture support. The objective is to provide subject matter expertise to a wide variety of intelligence systems providing integration and collocation with operational systems and networks in order to build a coherent and seamless COP. The contractor shall provide both “as is” and “to be” IT system architecture support, compliant with the DoD Architecture Framework (DoDAF), to support strategic planning of the Command’s Intelligence IT Systems Enterprise. To support this subtask, the contractor shall maintain an understanding of all Joint Staff and USEUCOM orders governing COP requirements. Support includes, but is not limited to, the following activities:

- a. Ensuring all procedures incorporate and facilitate management of tracks within the track management services functions of the COP.
- b. Assisting with the maintenance of data residing within the Integrated Imagery and Intelligence (I3) servers, Intelligence Shared Data Services (ISDS), and Imagery Transformation Services (ITS).
- c. Participating in meetings and conferences with higher HQ, allied forces, and other agencies regarding theater-wide intelligence architectures.
- d. Training operators on and providing technical support for DoD standard order of battle, Theater Intelligence Picture (TIP), and COP tools and applications.
- e. Identifying IT shortfalls and gaps and articulating capability requirements through the Combatant Command Intelligence IT Program Management Office or through the JCIDS process.
- f. Consolidating IT system architectures from the component commands, sub-unified organizations, and CSAs to create an enterprise-level Intelligence IT systems architecture.

C.5.12.4 SUBTASK 4 – KNOWLEDGE MANAGEMENT (KM) SUPPORT

The contractor shall provide KM support with the objective of fostering information sharing and enhancing decision making across the Command. The contractor shall capture individual and organizational knowledge and develop KM strategies (**Section F, Deliverable 50**) utilizing industry best practices and procedures, tailored to the current and potential future requirements of the USEUCOM requesting organization or directorate. The contractor shall utilize SharePoint or other Government-approved domains to develop and build collaborative environments (**Section F, Deliverable 51**) at both unclassified and classified levels.

C.5.12.5 SUBTASK 5 – CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as requested by the Government, for conferences and events including, but not limited to, symposiums, roundtables, or workshops. The purpose of these conferences and events is to promote collaboration within the Government and with U.S. Allies and partner nations. The contractor shall work in conjunction with the Government to support activities such as, but not limited to, the following:

- a. Developing the objectives, key issues, and discussion elements.
- b. Providing logistical support and handling administrative details.
- c. Coordinating with other agencies, organizations, or other international partners.

C.5.12.6 SUBTASK 6 – IT AND WEBMASTER SUPPORT

The contractor shall provide IT and webmaster support to ensure that the servers, web pages, databases, and related applications are functional and accessible on both internal and external websites and configured to provide customers with current information. The contractor shall support the Government with developing dynamic web pages, creating database driven web content, monitoring system performance, resolving problems, advising customers and web page developers, and ensuring data quality, accessibility, and security. Support includes, but is not limited to the following:

- a. Supporting the Government with developing and managing website(s) and/or web portal(s) for the major content production systems.
- b. Serving as a website advisor and technical expert on matters relating to planning, design, development, implementation, operation, and management of Internet-like dissemination activities.
- c. Supporting a multi-specialty workgroup of application developers, data management specialists, network specialists, and others involved in the planning, design, implementation, and maintenance of Government websites or portals.

C.5.12.7 SUBTASK 7 – DATA ENGINEERING SUPPORT

The contractor shall design, implement, and operate data management systems for intelligence needs. Support includes, but is not limited to the following activities:

- a. Working in conjunction with the Government and data end users to identify, create, and populate optimal data architectures, structures, and systems.

- b. Designing how data will be stored, accessed, used, integrated, and managed by different data regimes and digital systems.
- c. Planning, designing, and optimizing data throughput and query performance.
- d. Supporting the Government with the selection of backend database technologies (e.g., Structured Query Language (SQL), Not Only SQL (NoSQL), High-Performance Computing (HPC), etc.), configuration and utilization, and the optimization of the full data pipeline infrastructure to support the actual content, volume, Extract, Transform, Load (ETL), and periodicity of data to support the intended kinds of queries and analysis to match expected responsiveness.

C.5.12.8 SUBTASK 8 – DATA SCIENTIST SUPPORT

The contractor shall employ mathematics, statistics, information science, artificial intelligence, machine learning, network science, probability modeling, data mining, data engineering, data warehousing, data compression, data protection, and/or other scientific techniques to correlate complex, technical findings into graphical, written, visual and verbal narrative products (**Section F, Deliverable 52**) on trends of existing intelligence data to leverage other IC data sources.

Support includes, but is not limited to, the following activities:

- a. Developing and utilizing machine learning and data mining algorithms including, but not limited to, prediction algorithms based on open source capabilities.
- b. Integrating or coding algorithms to support Government intelligence search and discovery missions.
- c. Making best-practice recommendations for managing data within hardware, software, storage, and bandwidth constraints.
- d. Employing data science techniques to support predictive analysis, social media and crowd-source data analytics, war gaming, and strategy development.
- e. Employing exploratory analysis and rapid iteration techniques of large volumes of data to quickly derive intelligence.
- f. Preparing products to describe and document findings and activities (**Section F, Deliverable 52**).

C.5.13 TASK 13 – ADDITIONAL SUPPORT AS REQUIRED (OPTIONAL)

To appropriately manage the unpredictability of world events, DIA and USEUCOM require the capability to rapidly respond to unforeseen requirements. The contractor shall provide support at locations within the USEUCOM AOR including locations that currently are or may in the future be designated as Hazardous Duty/Combat Zones (HD/CZ). These requirements will be variable in length and may require either short-term (up to 90 days) or longer-term (91 days or longer) support. Support requirements and deliverables for this task are described in **C.5.3 through C.5.12.8** and are within the scope of this TO, but require additional personnel to meet the additional level of effort requirement. When the need for additional support is identified, the Government will exercise the optional support CLIN.